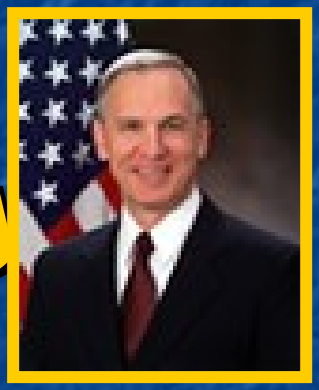
Office of Force Transformation
Department of Defense

Sense and Respond Logistics Capability (SRLC)

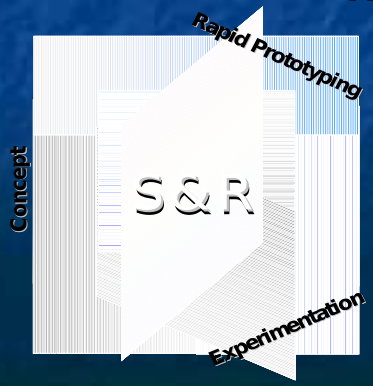


Arthur K. Cebrowski, VADM
Director, Force Transformation
Office of the SECDEF

Following current doctrine is supposed to make things work well.

but

Success generated by adhering to doctrine is not supposed to be "surprising."



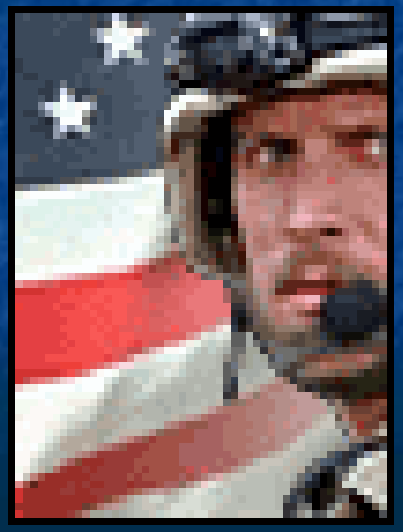
Logistics Problems Operation Iraqi Freedom

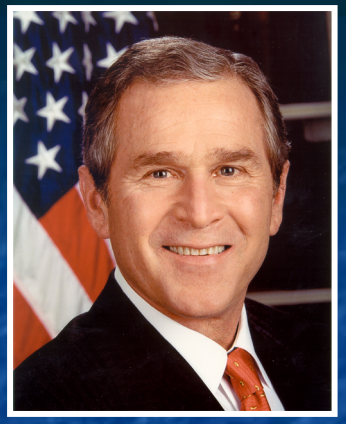
- **Rate of Advance: Out ran logistic communications**
- **Reliable Communications: Logistics units lacked best communication capability**
- **Visibility of Supplies: Lost visibility of incoming and intra-theatre supplies**
- **In-theatre Transportation: Less than optimal use of theater transportation assets**

Some Lessons Learned

Trends suggest a lag in integrating logistics more fully into a broader network-centric force capability and operational approach could become increasingly dangerous.

- ***U.S. military deployments abroad***
- ***Continuing Demand for Materiel***
- ***Formidable Opponents***
- ***Metrics/Reporting***





President George W. Bush

Commander in Chief

U.S. Naval Academy Commencement

May 25, 2001

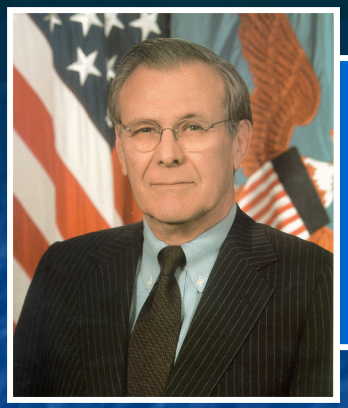
...We must build forces that draw upon the revolutionary advances in the technology of war that will allow us to keep the peace by redefining war on our terms. I'm committed to building a future force that is defined less by size and more by mobility and swiftness, one that is easier to deploy and sustain, one that relies more heavily on stealth, precision weaponry and information technologies.

Congressionally Direction

- **Section 934 of Public Law 106-398 stipulates that areas listed below be addressed**
  - **SEC. 934. NETWORK CENTRIC WARFARE (NCW)**
    - **1. Findings. Congress makes the following findings:**

(a) *Joint Vision 2020* set the goal for the DoD to pursue information superiority in order that joint forces may possess superior knowledge and attain decision superiority during operations across the spectrum of conflict.

(b) One concept being pursued to attain information superiority is known as NCW. The concept of NCW links sensors, communications systems, and weapons systems in an interconnected grid that allows for a seamless information flow to warfighters, policy makers, and support personnel.



Secretary of Defense

Rumsfeld Doctrine

The core of the Rumsfeld doctrine is that the *speed/availability* of effects takes away options, thereby limiting/barring the enemy's ability to adapt. Speed is comprised of more than just physical speed, however. Cognitive speed is a vital component; it takes the initiative from the defender and severely limits their ability to react

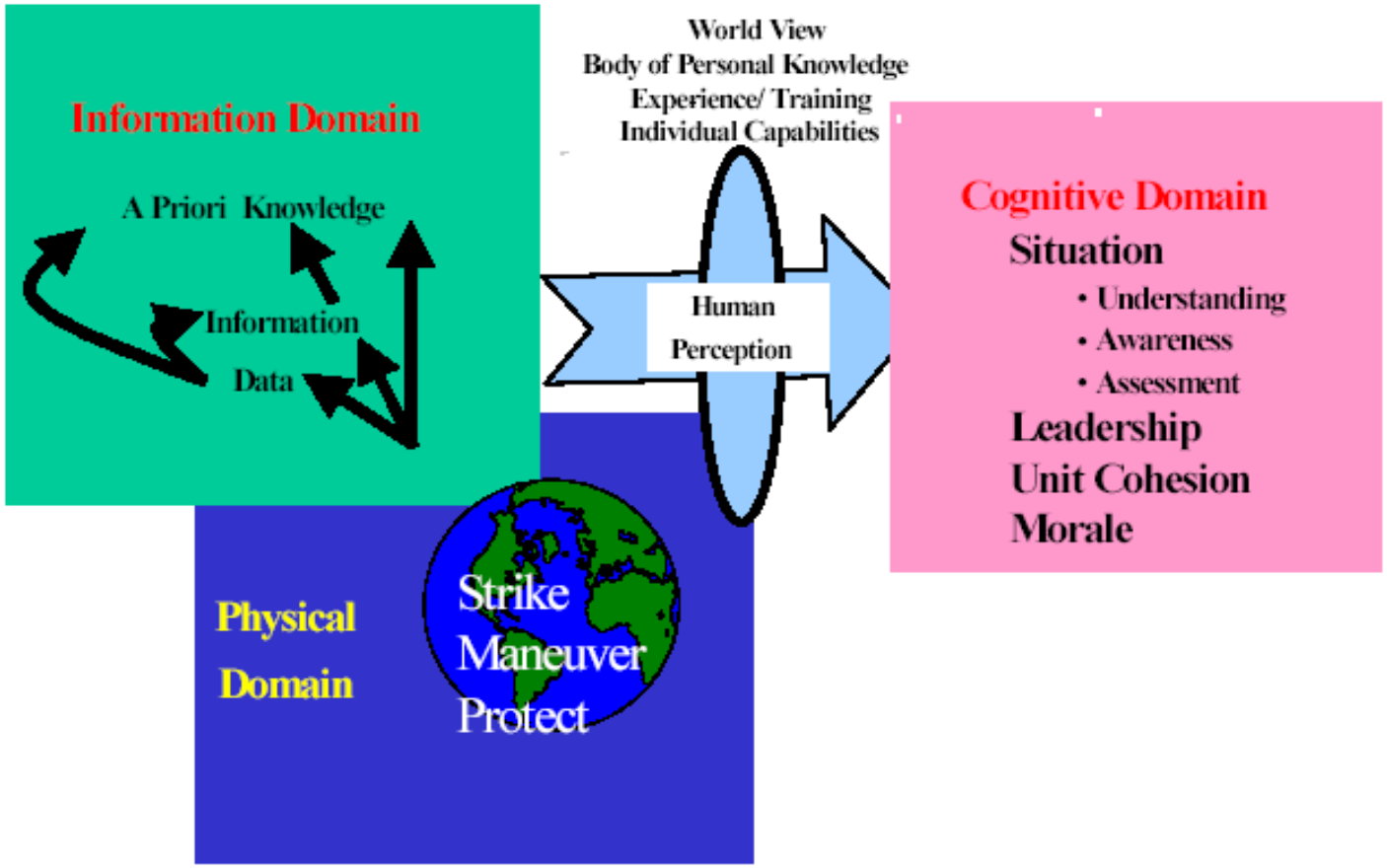
The "New American Way of War"

- Jointly coherent forces must operate without functional barriers similar to the way in which joint capability packages must exhibit seamless interoperability.

- Logistics, Operations, and Intelligence can no longer carry on as separate and distinct communities that share occasional interface points; their performance in the cognitive and information domains in particular must become more jointly coherent.

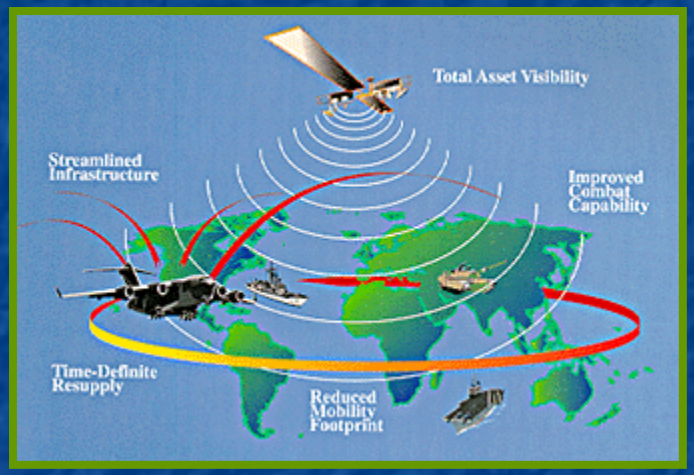
Gen Richard. B. Myers
Chairman, Joint Chiefs of Sta

Domains of Warfare



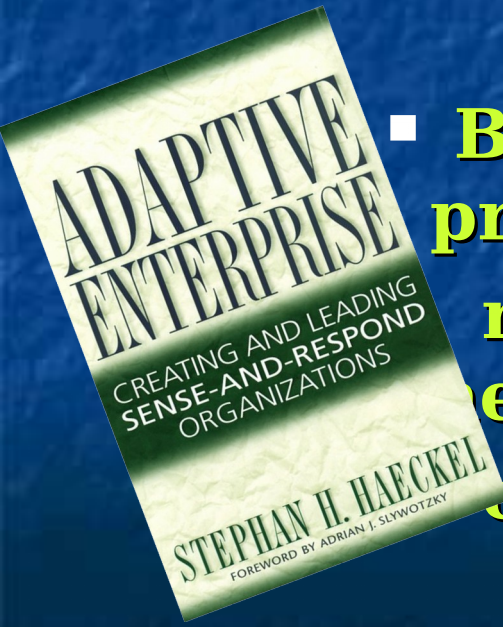
Network-Centric Warfare
"The Emerging 21st Century Way of War"

- **Posits:**
  - a shift away from attrition strategies in favor of effects-based operations
  - joint coherence as opposed to coordination among different service components
  - concurrent rather than sequential actions
  - operational adaptability

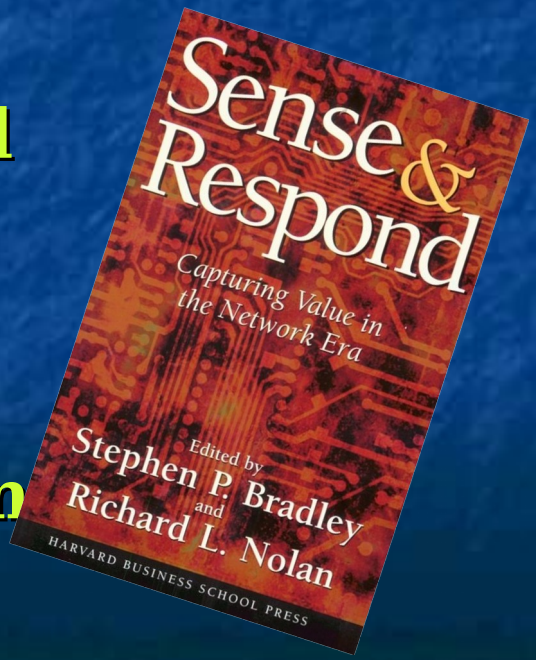


Sense & Respond Concept Origin

- S&R business analog is an adaptive
  managerial framework originally
  developed by IBM

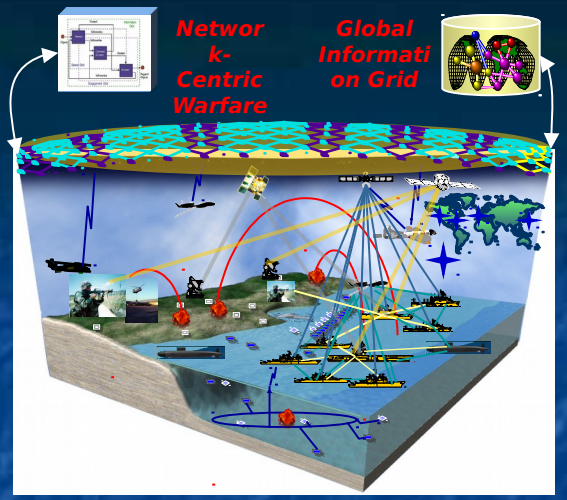


- Business literature and practice
  reflect application of
  etwork
  centric theory and prin



SRLC Contentions

- Demand is ultimately unpredictable, so success depends on speed of pattern recognition and speed of response
- The best supply chain is one that is highly flexible rather than highly optimized
- Business units and subunits organize into modular capabilities that negotiate with one another over commitments
- Networks self-synchronize via a common environment and set of shared objectives; typically business financial and customer satisfaction measures
- Sophisticated IT support enables data sharing, “knowing earlier,” commitment tracking, and role reconfiguration



SRLC Prominent Characteristics

- **The materiel in and moving to an armed conflict forms a common pool from which any unit can draw support. (*It is a joint pool, not separate service reservoirs.*)**
- **All units within a functionally organized network are potential consumers and providers of supply to and from all other units in the network. (*It is a common network, not a set of separate supply chains.*)**
- **All units dynamically synchronize to satisfy demands within the network. (*It is not strictly hierarchical.*)**

The SRLC recognizes that the effectiveness of a unit is a function not only of having enough ammunition, fuel, food, water, and everything else that maintains military capabilities, but also that combat effectiveness is a function of *avoiding* *uses*.

Adaptive vs Flexible

SRLC is *adaptive* rather than flexible, an important nuance that connotes a greater capacity to adjust to a broader range of environmental factors, including timing and radical changes in context.

Contractors Support during Iraqi Freedom

- ***Size:*** **More than military personnel engaged in supply activities**
- ***Responsiveness:*** **Surprised at degree of effectiveness and efficiency**
- ***"Bridging" capacity:*** **Functioned as "Trusted Agent" across services**

Synchronizing S&R and the Force-Centric Logistics Enterprise

- **Overall Objective:** Develop a coherent, convergent DoD Logistics Transformation Strategy that reconciles and builds on S&RL, FLE, and PBL initiatives
- **Near-term:** Identify linkages and specific leverage points in programs and initiatives
- Apply S&RL concepts and co-evolution strategies and processes, end-to-end and at all levels (strategic, operational, tactical—these blur in the S&R concept) to evaluate current and design future initiatives
- Present a concept for joint prototyping and experimentation to explore these interactions directly

Web Sites

- 1. DoD Office of Transformation. http://www.oft.osd.mil
- 2. Network Centric Warfare, DoD report to Congress. http://www.defenselink.mil/nii/NCW/
- 3. *Network-Centric Warfare: Its Origin and Future*. Adm Cebrowski, Director, DoD Office of Transformation. http://www.usni.org/Proceedings/Articles98/PROcebrowski.htm
- 4. e-Book; *Network Centric Warfare: Developing and Leveraging Information Superiority.* http://www.dodccrp.org/NCW/ncw.html
- 5. *Network Centric Warfare: An Overview of Emerging Theory,* John J. Garstka, Joint Staff. http://www.mors.org/publications/phalanx/dec00/feature.htm
- *6. Network-centric warfare: Not there yet,* Dan Caterinicchia, Federal Computer Work. http://www.fcw.com/fcw/articles/2003/0609/cov-netcentric-06-09-03.asp

7. An Interview With The Director, Admiral Arthur K. Cebrowski, Director of Force Transformation, Office of the Secretary of Defense.

http://e-reservist.net/SPRAG/TransformationInterview-Admiral%20Arthur%20K_%20Cebrowski.htm

Summary

Operation Iraqi Freedom showed us that we were sporadically applying some of the tenets of Sense and Respond Logistics, but there is more to do.